

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

317



**FROM:** Department of Public Social Services

**SUBMITTAL DATE:**  
April 16, 2014

**SUBJECT:** Agreement with University of California, Davis for Family Stabilization, Subsidized Employment, and Workforce Connections Training, without seeking competitive bids [Districts - All] [\$92,430 (to be allocated across 2 years) - Federal Funding: 100.00%; State Funding: 0.00%; County Funding: 0.00%; Realignment Funding: 0.00%; Other Funding: 0.00%]

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Approve and authorize the Chair of the Board to sign the attached Agreement # AA-02804 with University of California, Davis for the period of May 15, 2014 - June 30, 2014 for an amount not to exceed \$46,215 annually, which contains the option to renew the agreement for one (1) additional one-year period, without seeking competitive bids.
2. Authorize the Director of the Department of Public Social Services (DPSS) to administer the contract.
3. Authorize the Purchasing Agent, in accordance with Ordinance No. 459, to exercise renewal options, based on the availability of fiscal funding, and to sign amendments that do not change the substantive terms of the agreement, including amendments to the compensation provision that do not exceed the annual CPI rates.

*Susan von Zabern*

Susan von Zabern  
Director

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:	POLICY/CONSENT (per Exec. Office)
COST	\$ 46,215	\$ 46,215	\$ 92,430	\$	Consent <input type="checkbox"/> Policy <input checked="" type="checkbox"/>
NET COUNTY COST	\$	\$	\$	\$	

<b>SOURCE OF FUNDS:</b> Federal Funding: 100.00% State Funding: 0.00%; County Funding: 0.00%; Realignment Funding: 0.00%; Other Funding: 0.00%	Budget Adjustment: No
	For Fiscal Year: 13-14

**C.E.O. RECOMMENDATION:**

**APPROVE**

BY: *Jennifer L. Sargent*  
Jennifer L. Sargent

County Executive Office Signature

**MINUTES OF THE BOARD OF SUPERVISORS**

- A-30
- 4/5 Vote
- Positions Added
- Change Order

Prev. Agn. Ref.:

District: All

Agenda Number:

**3-13**

FORM APPROVED COUNTY COUNSEL  
 BY: *Shirley Bowers* 4-17-14  
 DATE: \_\_\_\_\_  
 PURCHASING: *Mark Seiler*, Assistant Director

**SUBMITTAL TO THE BOARD OF SUPERVISORS, COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

**FORM 11:** Agreement with University of California, Davis for Family Stabilization, Subsidized Employment, and Workforce Connections Training, without seeking competitive bids [Districts - All] [\$92,430 (to be allocated across 2 years) - Federal Funding: 100.00%; State Funding: 0.00%; County Funding: 0.00%; Realignment Funding: 0.00%; Other Funding: 0.00%]

**DATE:** April 16, 2014

**PAGE:** Page 2 of 3

**BACKGROUND:**

**Summary**

In response to programmatic changes resulting from AB 74, DPSS is requesting training from University of California, Davis' Center for Human Services. UC Davis has developed customized training curriculum for DPSS workforce staff which includes: Family Stabilization, Subsidized Employment/Workforce Connection, and a session on Train-the-Trainer that will allow DPSS to provide consistent instruction for future employees. The goals of the training are to provide skills and practice to support both the new Specialized Family Stabilization Program teams and the new Workforce Connection staff as they move forward in implementing these new programs. The training will include six (6) days of Subsidized Employment/Workforce Connection training, six (6) days of Family Stabilization training, and one (1) day of Train-the-Trainer for a total of thirteen (13) training days.

UC Davis Center for Human Services has been providing process design/management, training, and consultation services to government agencies for over thirty (30) years. UC Davis was selected to provide training because no other vendor offers customized training that is cutting edge and is in alignment with new and existing State legislation newly issued All County Letters (ACLs), and County Department Memorandums (DMs). UC Davis is the only university that offers public social services training through its Extension Program that is intensive, customized, and academically based.

DPSS negotiated the agreement with UC Davis without competition in accordance with California Department of Social Services (CDSS) Manual of Policies and Procedures section 23-650, paragraph 1.14, which states that contacts may be negotiated without formal advertising "for any service to be rendered by any federal, state, or local government agency, public university, public college or other public educational institution."

**Impact on Residents and Businesses**

These training sessions will provide DPSS Self-Sufficiency managers and line staff with the knowledge and tools necessary for successful implementation of programmatic changes resulting from AB 74. As a result of this training, both the new Specialized Family Stabilization Program teams, and the new Workforce Connection staff will be able to offer high quality services and support to existing and potential DPSS clients.

**SUPPLEMENTAL:**

**Additional Fiscal Information**

Funding for this contract was budgeted through the normal County budget process. Funds for this contract have been allocated for the FY 13/14 budget. No budget adjustment is necessary.

**Contract History and Price Reasonableness**

The total cost of providing this on-site training with customized training material to DPSS is \$46,215 annually. This includes thirteen (13) days of training, which will accommodate 30 staff each day. This equates to a net cost to DPSS of \$3,555 per each day (6 hour session) of training. It is important to note that this training would be \$3,950 per day, but UC Davis provides a 10% match to offset costs to county

**SUBMITTAL TO THE BOARD OF SUPERVISORS, COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

**FORM 11:** Agreement with University of California, Davis for Family Stabilization, Subsidized Employment, and Workforce Connections Training, without seeking competitive bids [Districts - All] [\$92,430 (to be allocated across 2 years) - Federal Funding: 100.00%; State Funding: 0.00%; County Funding: 0.00%; Realignment Funding: 0.00%; Other Funding: 0.00%]

**DATE:** April 16, 2014

**PAGE:** Page 3 of 3

human and social services agencies (resulting in DPSS net cost of \$3,555 per day). The cost per participant is \$118.50, which is in line with the average cost of other comparable trainings offered through the Department.

**ATTACHMENTS:**

- A. SOLE SOURCE JUSTIFICATION
- B. AGREEMENT #AA-02804 WITH UC DAVIS EXTENSION

SvZ:kjb

Date: April 8, 2014  
From: Susan von Zabern, Director of the Department of Public Social Services  
To: Board of Supervisors/Purchasing Agent  
Via: Purchasing Agent  
Subject: Sole Source Procurement; Request for Training on Family Stabilization (AB 74), Subsidized Employment (AB 74 ESE), and Workforce Connections (WEX/CS placements and job development)

The below information is provided in support of my Department requesting approval for a sole source. Outside of a duly declared emergency, the time to develop a statement of work or specifications is not in itself justification for a sole source.

1. **Supply/Service being requested:** Thirteen (13) days of onsite training on Family Stabilization (AB 74), Subsidized Employment (AB 74 ESE), and Workforce Connections (WEX/CS placements and job development).
2. **Supplier being requested:** University of California, Davis (UC Davis)
3. **Alternative suppliers that can or might be able to provide supply/service:**

None. Due to the extremely unique and customized nature of this training, there are no alternative suppliers who provide this training. UC Davis was selected as a vendor because no other vendor offers customized training that is cutting edge and is in alignment with new and existing State legislation, newly issued All County Letters (ACLs), and County Department Memorandums (DMs). UC Davis is the only university that offers public social services training through its Extension Program that is intensive, customized, and academically based. DPSS Staff Development (SDD) is currently unable to meet the identified training needs.

4. **Extent of market search conducted:**

UC Davis is a state agency and therefore is not required to comply with general standards of the bidding process. Per Section 23-650, paragraph 1.14 of the California Department of Social Services (CDSS) Manual of Policies and Procedures: "Contracts may be negotiated without formal advertising...For any service to be rendered by any federal, state, or local government agency, public university, public college or other public educational institution."

5. **Unique features of the supply/service being requested from this supplier, which no alternative supplier can provide:**

UC Davis combines knowledge about human services agencies, a standard of excellence associated with the University of California, extensive experience in developing human resources and a deep dedication to public social services. UC Davis has a proven track record in developing solid research based curriculums, achieving desired outcomes, and offering tips and techniques that have significant impact on staff competencies and business workflows.

**6. Reasons why my department requires these unique features and what benefit will accrue to the county:**

DPSS Self-Sufficiency Division requires this training to ensure compliance with new State legislation (AB 74). The training will be delivered directly to line staff and supervisors, and will include a "Train the Trainer" session in order to allow DPSS to provide consistent instruction for future employees. The goals of the training are to provide skills and practice to support both the new Specialized Family Stabilization Program teams and the new Workforce Connection staff as they move forward in implementing these new programs.

The County will benefit from having this customized training to address our business needs. The training includes six (6) days of Subsidized Employment/Workforce Connection training, six (6) days of Family Stabilization training, and one (1) day of Train-the-Trainer training. The Subsidized Employment/Workforce Connection training includes a half-day segment for Senior Employment Service Counselors (ESC) and ESC Supervisors in negotiating, developing, and monitoring subsidized employment contracts with employers.

**7. Price Reasonableness including purchase price and any ongoing maintenance or ancillary costs from the supplier:**

The total cost of providing this on-site training with customized training material to DPSS is \$46,215 annually. This includes thirteen (13) days of training, which will accommodate 30 staff each day. This equates to a net cost to DPSS of \$3,555 per each day (6 hour session) of training. It is important to note that this training would be \$3,950 per day, but UC Davis provides a 10% match to offset costs to county human and social services agencies (resulting in DPSS net cost of \$3,555 per day). The cost per participant is \$118.50, which is in line with the average cost of other comparable trainings offered through the Department.

**8. Does moving forward on this product or service further obligate the county to future similar contractual arrangements or any ongoing costs affiliated with this sole source? (Maintenance, support, or upgrades, if so, please explain).**

No affiliated obligations.

**9. Period of Performance:**

The period of performance is May 15, 2014 - June 30, 2014, with one (1) one-year renewal option.

Department Head Signature Susan von Zabein Date 4/14/14

Purchasing Department Comments:

Approve Approve with Condition/s Disapprove

Not to exceed: \$ 46,215 One time Annual Amount through \_\_\_\_\_

Mahdi L 4-14-14 14-459  
Purchasing Agent Date Approval Number  
(Reference on Purchasing Documents)

**From:** Seiler, Mark  
**To:** Johnson-Boozer, Kisha  
**Date:** 4/11/2014 9:43 AM  
**Subject:** RE: ELECTRONIC ROUTE - EXPEDITED REVIEW AND APPROVAL REQUIRED TO MAKE MAY 6TH BOARD AGENDA: AA-02804

Hi Kisha,  
It looks fine to me. Ok to proceed. Have a good weekend

Mark Seiler, C.P.M.  
Mark Seiler  
Assistant Director, Purchasing and Fleet  
Phone: 951-955-4928  
E-Mail: mseiler@co.riverside.ca.us

-----Original Message-----

From: Johnson-Boozer, Kisha  
Sent: Friday, April 11, 2014 9:21 AM  
To: Seiler, Mark  
Subject: ELECTRONIC ROUTE - EXPEDITED REVIEW AND APPROVAL REQUIRED TO MAKE MAY 6TH BOARD AGENDA: AA-02804 UC  
Importance: High

Good Morning Mark,

Please find attached the Form 11, Sole Source Justification, Background Summary, and UC Davis Agreement # AA-02804 for Family Stabilization, Subsidized Employment/Workforce Connections Training that requires your immediate review and approval. I am routing electronically, as expedited review/approval is required in order to make the target BOS Agenda Date of May 6th (Must be at E.O. by April 23rd). Training is scheduled to begin on May 15th.

Please thoroughly review and provide approval or feedback at your earliest convenience. Upon receipt of your approval, I will move forward with delivery of the hard copies to your office for signature.

Thank you in advance,

Kisha

Kisha Johnson-Boozer, M.A.  
Contracts and Grants Analyst  
County of Riverside, Department of Public Social Services (DPSS) Contracts Administration Unit  
10281 Kidd Street  
Riverside, CA 92503  
(951) 358-6352  
kiboozer@riversidedpss.org

Mission: Partnering with communities to protect and empower vulnerable people.



CENTER FOR HUMAN SERVICES  
UC DAVIS EXTENSION  
www.humanservices.ucdavis.edu

1632 DA VINCI COURT  
DAVIS, CA 95618-4852  
(530) 752-3217 Phone  
(530) 754-5104 Fax

Agreement #WK-2013-48  
Riverside DPSS Agreement #AA-02804

Training Services Agreement

This Agreement is entered into by and between The Regents of the University of California ("University"), on behalf of its Davis campus UC Davis Extension and County of Riverside on behalf of its Department of Public Social Services ("User").

RECITALS

WHEREAS, University is a public education institution accredited by the Western Association of Schools and Colleges, and has developed a human and social services training program ("Program,") and

WHEREAS, User wishes to obtain major skills training courses for Department of Public Social Services (DPSS) personnel who provide related services in fulfillment of their goals and objectives as set forth in Exhibit B;

NOW, THEREFORE, the parties agree as follows:

1. University shall present Program as set forth in Exhibit A.
  - a. Limit on attendance. No more than 30 persons per course session may attend without the prior written approval of the University.
  - b. Reschedule/cancel of class. If User reschedules or cancels any training class within 10 calendar days of start date, User shall pay for all expenses incurred up to the date on which University receives notice of the reschedule or cancellation.
1. Term. The term of this Agreement shall be from May 15, 2014 through June 30, 2014. All courses must be completed by June 30, 2014. At User request, a one-year contract extension will be granted upon contract addendum.
2. Termination. Either party may terminate this Agreement by giving thirty (30) days' written notice to the other party.
3. Alteration, Amendment. No alteration of the terms of this Agreement shall be valid or binding upon either party unless made in writing and signed by both parties. This Agreement may be amended at any time by mutual Agreement of the parties, expressed in writing and signed by both parties.

4. Fee & Payment. User shall pay University as set forth in Exhibit A. University will invoice User in arrears no more often than monthly for training completed. User shall pay University within thirty days (30) of User's receipt of University invoice. Failure to pay within thirty days may be deemed a material breach of this Agreement and good cause for termination.
5. Indemnification. Each party shall defend, indemnify and hold the other party, its officers, employees and agents harmless from and against any and all liability, loss, expense including reasonable attorneys' fees, or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense, attorneys' fees, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of the indemnifying party, its officers, agents, or employees.
6. Insurance. University is self-insured under California law. University shall maintain this program of self-insurance throughout the term of this Agreement with retentions as follows:
  - a. General Liability (and professional liability) coverage with a per occurrence limit of a minimum of one million dollars (\$1,000,000).
  - b. Auto Liability including non-owned automobiles, with a minimums as follows:
    - 1) Bodily injury
      - a) Per person \$1,000,000
      - b) Per accident \$1,000,000
    - 2) Property damage \$1,000,000
  - c. Workers Compensation insurance in accordance with California state law.
  - d. Employer's Liability coverage in the amount of one million dollars (\$1,000,000).

If requested by User in writing, University shall provide, upon receipt of a fully-executed Agreement, a Certificate of Self-Insurance naming User, its officers, agents, and employees, individually and collectively as additional insured (except for Worker's Compensation Insurance) for services provided under this Agreement.

Coverage shall apply as primary insurance and any other insurance or self-insurance maintained by the User, its officers, agents, and employees should be excess only. This insurance shall not be canceled or changed without a minimum of thirty (30) days advance, written notice given to User.

7. Confidentiality of Information About Individuals. University agrees to safeguard names and addresses of individuals received through the performance of this Agreement in accordance with Welfare and Institution Code Section 10850.
8. Use of University Name. User shall not use the name of the University in any form or manner in advertisements, reports or other information released to the public without the prior written approval of University.
9. Relationship of parties. It is expressly understood and agreed that this Agreement is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between the parties.



10. Notice Addresses. All notices under this Agreement shall be effective only if made in writing and delivered by personal service or by mail and addressed as follows. Either party may, by written notice to the other, change its own mailing address.

University:

Financial Services  
UC Davis Extension  
1333 Research Park Drive  
Davis, CA 95618

User:

Riverside County  
Department of Public Social Services (DPSS)  
10281 Kidd Street  
Riverside, CA 92503

Additional University:

Center for Human Services  
UC Davis Extension  
1632 DaVinci Ct  
Davis, CA 95618

Additional County:

Financial documents shall be addressed to:  
Riverside County  
Department of Public Social Services (DPSS)  
Fiscal/Management Reporting Unit  
4060 County Circle Drive  
Riverside, CA 92503

11. Force Majeure. In the event that performance by a party is rendered impossible by reason of strikes, lockouts, labor disputes, acts of God, governmental restrictions, regulations or other causes beyond the reasonable control of that party, performance shall be excused for a period commensurate with the period of impossibility.

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University is a land-grant institution with a mission of teaching, research, public service and patient care, and it is required to recover the full cost of providing services to non-University entities such as User, and as a non-profit entity, makes no profit. Therefore, University does not have reserves from which to pay for expenditures made on behalf of User for which it is not reimbursed. In the event of a force majeure, User shall be responsible for payment of all expenses incurred to the point at which University gives or receives notice of the impossibility. If the impossibility becomes permanent, University will make best efforts to cancel or mitigate all outstanding financial commitments, and User shall be responsible for the cost of any remaining obligations.

12. Assignment. This Agreement shall be binding upon the successors and assigns of the parties. Neither party may assign the Agreement without the prior written permission of the other party.
13. Nondiscrimination. University agrees not to discriminate in the provision of service under this Agreement on the basis of race; color; religion; marital status; national origin; ancestry; sex; sexual orientation; physical or mental handicap; medical condition; political affiliation; status as a Vietnam-era veteran or disabled veteran; or, within the limits imposed by law or University regulations, because of age or citizenship. University is an affirmative action/equal opportunity employer.

14. Conflict of Interest. The parties to this Agreement have read and are aware of the provisions of Government Code section 1090 et seq. and section 87100 relating to conflict of interest of public officers and employees. University represents that it is unaware of any financial or economic interest of any public officer or employee of User relating to this Agreement. It is further understood and agreed that if such a financial interest does exist at the inception of this Agreement, User may immediately terminate this Agreement by giving written notice.
15. Waiver of Rights. No delay or failure of either party in exercising any right, and no partial or single exercise of any right, shall be deemed to constitute a waiver of that right or any other right.
16. Headings. The headings and captions contained in this Agreement are for convenience only, and shall be of no force or effect in construing and interpreting the provisions of this Agreement.
17. Severability of Terms. In the event of any conflict between any provisions of this Agreement and any applicable law, rule or regulation, this Agreement shall be modified only to the extent necessary to eliminate the conflict and the rest of the Agreement shall remain unchanged and in full force and effect.
18. Governing Law. The laws of the State of California shall govern this Agreement. Any legal action related to the interpretation or performance of the Agreement shall be filed only in the appropriate courts located in the County of Riverside, State of California.
19. Integrated Agreement. This Agreement constitutes the entire understanding between the parties respecting the subject matter contained herein and supersedes any and all prior oral or written Agreements regarding such subject matter.
20. Binding Effect. The parties represent and warrant that the individual(s) executing this Agreement on behalf of the parties are authorized to sign this Agreement and they have full power and authority to bind the parties to the terms of this Agreement.

Signature page follows:

IN WITNESS WHEREOF, this Agreement has been executed as of the date first set forth above.

THE REGENTS OF THE  
UNIVERSITY OF CALIFORNIA

RIVERSIDE COUNTY

By \_\_\_\_\_  
Name: Dennis Pendleton  
Title: Dean, UC Davis Extension

By \_\_\_\_\_  
Name: Jeff Stone  
Title: Chairman, Board of Supervisors

Date \_\_\_\_\_

Date \_\_\_\_\_

FEIN: 94-6036494

FORM APPROVED COUNTY COUNSEL  
BY: Elena P. Boeva 4-17-14  
ELENA P. BOEVA DATE

EXHIBIT A

**TRAINING PROGRAM**

2. 13.00 Unit(s) of training in the subject areas of family stabilization, subsidized employment, and workforce connection selected by Riverside County, DPSS from the customized UC Davis Extension curriculum outlined in Exhibit B. One training unit is equivalent to 6 hours of on-site training or one-day training session.

University will provide the following:

- a. Needs assessment, curriculum planning and implementation.
- b. Instructional and student services.
- c. Instructional materials.
- d. Evaluation and feedback.
- e. Continuing education credit, if available.
- f. Off-site training site and audio-visual equipment when on-site facility and equipment are not available. (Extra training units may be charged.)
- g. Off-site coordination of training.
- h. Food and non-alcoholic beverages when requested by the User in writing. (Extra training units may be charged.)
- i. Any other items when requested by the User in writing and approved by University. (Extra training units may be charged.)

3. DPSS will provide the following:

- a. Training facility and audio-visual equipment.
- b. On-site coordination of training.

4. Unit of Service shall be billed at \$3,555 per day, with a total billable amount not to exceed **\$46,215.00**.

- a. The University will be paid the actual amount of each monthly invoice for payment. Sign-in sheets shall be submitted with payment. If the required supporting documentation or actual receipts are not provided, DPSS may delay payment until the information is received by DPSS.
- b. The University shall submit DPSS Forms 2076A (Exhibit C) following the instructions set forth on the "Instructions for Form 2076A". Exhibit C is attached hereto and incorporated herein by this reference for request of all payments.
- c. Each claiming period shall consist of a calendar month claiming period. Contractor Invoice estimates for May and June are due no later than the 10<sup>th</sup> of June. Actual Contractor invoices for May and June are due no later than the 30<sup>th</sup> of July.

Total cost of training under this Agreement is	\$51,350.00
University's in-kind contribution	\$5,135.00
User's share of cost	\$46,215.00

**Proposal**

# **Family Stabilization and Subsidized Employment/Workforce Connection Training for Riverside County**

In response to programmatic changes resulting from AB 74, Riverside County has asked the Center for Human Services at UC Davis to provide training on Family Stabilization and on Subsidized Employment/Workforce Connections. The training will be delivered directly to line staff and supervisors and will include a “Train the Trainer” session in order to allow the agency to provide consistent instruction for future employees. The goals of the training are to provide skills and practice to support both the new Specialized Family Stabilization Program teams and the new Workforce Connection staff as they move forward in implementing these new programs.

**Delivery**

UC Davis will develop customized curriculum for DPSS workforce staff. The proposed project includes 6 days of Subsidized Employment/Workforce Connection training, 6 days of Family Stabilization training, and 1 day of Train-the-Trainer training. The Subsidized Employment/Workforce Connection training includes a half-day segment for Senior Employment Service Counselors (ESC) and ESC Supervisors in negotiating, developing, and monitoring subsidized employment contracts with employers.

This proposal is being presented as a draft of the curriculum outline for Riverside’s review and feedback. The goal is to develop a fully customized program that will meet specific needs of the agency’s staff. In reviewing this proposal, special attention should be given to the number of training days and the proposed time allocations for the various topics.

## **Proposed Trainings**

### **Family Stabilization Training (6 days onsite)**

**Attendees:** 30 - 35 Core/Specialized Family Stabilization Program employees including 15 Family Stability Counselors (Sr. ESCs), in addition to 11 Members of Mental Health Services Supervisor: 1 Mental Health Services Supervisor; 6 Clinical Therapists; 4 Community Service Assistants

**Purpose:** This course will provide an overview of “AB74 Family Stabilization” and will provide staff with the skills needed for implementing the Family Stabilization program at DPSS. It will cover key topics such as strengths-based assessment and case management, crisis intervention and trauma-informed case planning, motivational interviewing and coaching skills, and barriers to self-sufficiency.

**Possible dates:** May or June, 2014, TBD

### **Subsidized Employment /Workforce Connection Training (5.5 days onsite)**

**Attendees:** 30-35 Regional Managers, Supervisors, Sr. ESCs, ESCs, and staff

**Purpose:** This course will provide an overview of the “AB74 Expanded Subsidized Employment (ESE)” program and will teach the skills needed for implementing the new DPSS Subsidized Employment program. It will cover understanding, developing and maintaining relationships with various employer constituencies, preparing clients for placement, and will explore the challenges of working in a complex employer environment that includes community colleges, employers, agencies and other DPSS staff.

**Possible dates:** May 19, 20, 21, 27, 30; June 3, 4, 5, 10, 11, 12, 17, 18, 24, 25, 2014.

### **Subsidized Employment/Workforce Connection Training (.5 days onsite)**

**Attendees:** Senior ESCs and ESC Supervisors

**Purpose:** Negotiating, developing, and monitoring the contracts with employers.

**Possible dates:** May 19, 20, 21, 27, 30; June 3, 4, 5, 10, 11, 12, 17, 18, 24, 25, 2014.

### **Train the Trainer Training (1 day onsite)**

**Attendees:** 3-5 DPSS Staff Development trainers and manager

**Purpose:** This session will help prepare internal staff to deliver this customized curriculum in order to ensure program consistency as new staff members are added to the teams.

**Possible dates:** May and June, 2014, TBD

## Timeline

March:

- Riverside to review draft curriculum outline.
- Riverside DPSS and UCD to develop and finalize details of contract.

April:

- UCD to develop and finalize the curriculum.

May and June:

- Training for Subsidized Employment/Workforce Connections (6 days)
- Training for Family Stabilization (6 days)
- Train the Trainer Training session (1 day)

## Pricing and contracting

The rate for training services is \$3,950 per day. [training 30 people, county furnished site.]. The Center provides a 10% match, meaning the net cost to county human or social services agencies is \$3,555 per day.

Contracts can be handled by purchase order or training agreement. UC Davis has a standard training agreement that can be in place quickly (seven to 10 days) if terms are acceptable to the county. Revisions to the standard agreement or a negotiated contract take four to six weeks or more.

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## Next Steps

This proposal will be reviewed by Riverside County, and the county will provide feedback on the segments outlined for the training. Following this review, dates will be scheduled for trainings. Written announcements outlining the trainings will be provided by the Center of Human Services for distribution among appropriate participants.

## References

The following counties have agreed to provide references for UC Davis Welfare to Work training:

Aurora Silvett Alcala  
Social Services Supervisor  
Kern County Dept. of  
Human Services  
[silveta@co.kern.ca.us](mailto:silveta@co.kern.ca.us)  
661-631-6387

Jesus Gonzalez  
Administrative Specialist  
BESD-CalWORKs/GR  
Ventura County Human  
Services Agency  
[jesus.gonzalez@ventura.org](mailto:jesus.gonzalez@ventura.org)  
805-477-5453

Eddie Alanis  
Staff Development  
Division Chief  
Santa Barbara County  
Social Services Agency  
[E.Alanis@SBCSocialServ.org](mailto:E.Alanis@SBCSocialServ.org)  
805-681-4487

## **UC Davis Contacts**

Please direct questions to:

Ginah Monroy  
<mailto:glmonroy@ucdavis.edu>  
Phone: (530) 757-8553

Nancy Goodban  
<mailto:ngoodban@ucdavis.edu>  
Phone: (650) 787-9859

## **Attachments**

- Proposed Outline of Riverside Family Stabilization Curriculum
- Proposed Outline of Riverside Subsidized Employment/Workforce Connection Curriculum

**Riverside County Department of Public Social Services**  
**Subsidized Employment/Workforce Connection**  
**Course Outline**

**Course Description**

This course for ESCs, Senior ESCs, and ESC Supervisors will provide an overview of the AB74 Expanded Subsidized Employment (ESE) and will teach the skills needed for implementing the new DPSS Subsidized Employment program. It will cover developing and maintaining relationships with public, nonprofit, and private sector employers, understanding the employer's perspective, assessing and preparing clients for placement, fostering retention of clients and employers, and the challenges of working in a complex environment with community colleges, employers, and other DPSS staff. A specialized session, designed for ESC supervisors and Senior ESCs, will focus on negotiating, developing, and monitoring the contracts with employers.

**Program Duration:**

- 6 On-Site Training Days

**Course Learning Objectives:**

This highly interactive training will involve lecture, discussions, skill demonstrations, interactive role plays and live coaching support. After completing this course, attendees will be able to:

1. Understand AB 74 Expanded Subsidized Employment and implement the new DPSS subsidized employment program.
2. Develop and maintain relationships with public, nonprofit, and private sector employers.
3. Assess clients and prepare them for the workplace, including soft skills.
4. Match clients to the appropriate employer placement.
5. Discuss difficult and challenging workplace issues with client and employer.
6. Explore working in a complex and multilayered environment with community colleges, employers, and internal DPSS staff.
7. Promote employee retention for long term success.
8. Use labor market information and other job finding resources.
9. Develop and monitor the employer contract (Senior SEC and ESC Supervisors only)



## **SEGMENT ONE: “Follow the Money: An Overview of AB74 Expanded Subsidized Employment (ESE)”**

**Time: 6.0 Hours**

This first segment will explore the new law as well as the concept of subsidized employment within the context of the current Department of Public Social Services (DPSS) policies and procedures.

- A. What is AB74 ESE?
  - 1. Review of the law in terms of letter and intention
  - 2. Effective dates and timelines for implementation
  
- B. Key DPSS Policy and Procedures
  - 1. Agency goals for ESE program expansion
    - a) Job retention during and after program.
    - b) Permanent Employment transition after subsidized program.
  - 2. Interview referral requirements for eligible clients:
    - a) Thirty (30) days participation in activities such as Orientation, Job Club, Job Search, and other Welfare to Work (WTW) activities.
    - b) Thirty (30) days of satisfactory participation in a work experience or community service (WEX/CS) activity
  - 3. Review of the DPSS graduated wage subsidy plan
  - 4. Coordinating ES, Family Stabilization and current job development efforts
  - 5. Review of WTW
    - a) Documentation in C-IV
    - b) Employment counseling
    - c) Supportive services
  - 6. AB74 Rollout Plan
    - a) Initial training and implementation timeline
    - b) Staffing
    - c) Ongoing support and training
  
- C. Creating an Effective Subsidized Employment Effort
  - 1. History of subsidized employment and lessons learned
    - a) On the Job Training Program (OJT)
    - b) STEP Program
  - 2. How to network and build partnerships in the business community for placements and training

3. Keys to marketing subsidized employment to employers
  4. How to identify and work with employment sectors to expand placement options
- D. Understanding Training Programs
1. Review of the types of programs available for ESE
    - a) Employer provided training; formal/informal
    - b) Vocational education programs
    - c) Certification programs
  2. Employer and institutional qualifications for receiving subsidy

## **SEGMENT TWO: “Job Development And Employer Relationship Development”**

**Time: 3.0 Hours**

This segment will explore the agency and employer relationship as a critical foundation of a successful ESE program.

### A. The Employer Perspective:

1. Understanding the difference between “business needs” and “placement needs”
2. Speaking the language of “industry” vs “agency”
3. Key employer concerns about ESE participation

### B. “Selling” Employers on Engaged Participation

1. Creating employer confidence in ESE participants
2. Overcoming employer objections
3. Negotiating opportunities and creating a “win-win”
4. Understanding the “decision to hire” process from the human resources perspective

### C. Finding Engaged Employers: Creating a Marketing Plan

1. Networking Events
2. Job Fairs
3. Using social media to find employers and job leads
4. “Employment Proposal” technique

## **SEGMENT THREE: “Creating Client Opportunity”**

**Time: 6.0 Hours**

This segment will focus on the client and what preparation needs to be done to ensure that they receive a quality opportunity and experience.

- A. The value of OJT as an avenue to sustained self -sufficiency
  - B. The client assessment process:
    - 1. Documentation
    - 2. Counseling Interviews
    - 3. Proven daily work habits
    - 4. Technical Skill assessments
  - C. The client preparation process
    - 1. Reconciling Client and Employer expectations
    - 2. Training clients to do their own future “job development”
    - 3. Helping clients transition into a “culture of work” (no work experience)
  - D. Helping Clients Develop Key Soft Skills
    - 1. What are soft skills and how much do they matter?
    - 2. Soft Skill Assessment and Development Strategies
    - 3. Key soft skills identified by employers
      - a) Communication
      - b) Problem Solving
      - c) Attitude
      - d) Decision Making
      - e) Team Work
      - f) Work Ethic
      - g) Initiative/Self Directed
      - h) Professionalism
      - i) Reliability
- 

**SEGMENT FOUR: “Finding the Right Match”**

**Time: 3.0 Hours**

This segment will focus on creating the best employer/employee connections with effective “matching” the right people with the right companies.

- A. Determining the match between employer needs and client skills: *“It’s All About the Match”* job task and transferable skill analysis
- B. How to assess employer skill needs
  - 1. Understanding the employers industry
  - 2. Gathering information through employer interviews
  - 3. Screening employer/client for specific opportunities
  - 4. Keys to creating successful long term matches
- C. Target placements: Marketing a Specific Job Placement and Client

**SEGMENT FIVE: “Critical Conversations for Client Success”**

**Time: 3.0 Hours**

In order to maintain an effective business relationship with employers and a quality work experience for clients, it is sometimes necessary to have difficult conversations with both parties. This segment will key workplace issues that require careful handling in order to preserve both relationships.

- A. Key client workplace issues that require critical conversations
  - 1. Performance
  - 2. Interpersonal Skills/Attitude
  - 3. Hygiene/Personal Appearance/Attire
  - 4. Attendance/Tardiness
  - 5. Personal Life Intrusion
  - 6. Unprofessional Behavior
  
- B. Key employer workplace issues that require critical conversations
  - 1. Unfairness or favoritism
  - 2. Poor training and/or supervision
  - 3. Failure or poor response to employee grievances
  - 4. Employee “isolation” from other workers
  
- C. Structuring and Practicing Critical Conversations
  - 1. Motivational Interviewing techniques
  - 2. Conflict resolution strategies

**SEGMENT SIX: “Working in a Complex Environment”**

**Time: 3.0 Hours**

This segment will focus on key factors in developing, maintaining and nurturing relationships with employers.

- A. Building relationships with different entities
  - 1. Community Colleges
  - 2. Businesses
  - 3. Department of Public Social Services
  - 4. District office staff
  
- B. Understanding the perspectives of these different stakeholders
  
- C. Key Activities for Relationship Building
  - 1. Regular phone calls
  - 2. On-site meetings/visits
  - 3. Group forums

- D. Effective relationship “monitoring”: Recognizing Early Warning Signs
- E. Effective Professional Boundaries
- F. Maximizing Internal Collaboration
  1. Workgroup agreements
  2. Tips for success within ESE/WC teams

**SEGMENT SEVEN: “Keys to Placement Retention for Long Term Placement and Relationship Success”**

**Time: 3.0 Hours**

This segment will focus on retention as a key metric in developing successful and long term ESE programs with employers.

- A. Partnering with employers and agency staff to monitor job retention
- B. Measuring job retention – Methodology
- C. Keys to retaining clients for long term success
  1. Regular “check-in” meetings
  2. Job coaching
  3. Helping with problem solving
- D. Keys to retaining employers for long term success
  1. Regular meetings to discuss client performance issues (attendance, learning curve, etc.)
  2. Forums to share information
- E. Role clarity: Case Manager vs. Job Developer

**SEGMENT EIGHT: “Understanding and Utilizing Labor Market Resources”**

**Time: 3.0 Hours**

This segment will focus on best in class techniques for uncovering opportunities in the job market especially during times of high unemployment.

- A. A review of the Riverside County labor landscape: Current and Future
- B. Uncovering the hidden job market: Strategies and Tactics
- C. Using CalJobs effectively
- D. Other On-Line Resources

E. Practicing matching LMI to client strengths and industry needs

**SEGMENT NINE: “Employer Group Panel and Luncheon”**

**Time: 3.0 Hours**

This will consist of lunch with two key employers, followed by short presentations about their businesses and industries and answering key questions from the group that touch on topics from the entire training.

**SEGMENT TEN: “Developing and Monitoring Subsidized Employment Contracts” (Supervisors and Sr. ESC’s)**

**Time: 3.0 Hours**

This segment will help senior staff in developing the structure and workflow to effectively manage the contracting process to support the ESE program.

- A. Understanding “entities”: The Employer of Record
- B. Review of Riverside County model contract:
  - 1. Understanding the responsibilities of each party
  - 2. Negotiation: What is negotiable and what is not?
  - 3. Coordination with County Departments:
    - a) County Counsel
    - b) County Risk Management
    - c) DPSS Fiscal
- C. Understanding Key Provisions in the Contract
  - a) Insurance requirements
  - b) Workers Compensation
  - c) Payroll taxes
  - d) Unemployment Compensation
  - e) Wage subsidy reimbursement process
  - f) Dispute Resolution
  - g) Labor union membership/issues
  - h) Background checks
  - i) Professional and General Liability
  - j) Termination and Breach Provisions
- F. Negotiating the contract with the employer
- G. Monitoring the contract

**Riverside County Department of Public Social Services**  
**Family Stabilization**  
**Course Outline**

**Course Description**

This course is designed for the core specialized Family Stabilization program staff with a special focus on building and supporting the 2-person teams in each office (ESC and MH Counselor). This course will provide an overview of the AB74 Family Stabilization and will teach the skills needed for implementing Family Stabilization at DPSS. It will cover strengths –based assessment and case management, crisis intervention and trauma-informed case planning, motivational interviewing and coaching skills, and barriers to self-sufficiency.

**Program Duration:**

- 6 On-Site Training Days

**Course Learning Objectives:**

This highly interactive training will involve lecture, discussions, skill demonstrations, interactive role plays and live coaching support. After completing this course, attendees will be able to:

1. Understand AB 74 Family Stabilization and implement the new DPSS Family Stabilization program.
2. Implement strength-based assessment and case management
3. Address crisis situations
4. Implement trauma-informed case management
5. Address barriers to self-sufficiency including mental health, substance abuse, and domestic violence, homelessness, and legal and medical.
6. Role clarity for working together as a team

## **SEGMENT ONE: “An Overview of AB74 and Family Stabilization at DPSS”**

**Time: 3.0 Hours**

This first segment will explore the new law as well as how Family Stabilization will be implemented at Department of Public Social Services (DPSS) including the policies and procedures. This segment will also focus on helping the ESC-Mental Health Counselor Team develop an effective and client focused working relationship. It includes interactive practice of skills and strategies based on real-life case scenarios.

### A. What is AB74 Family Stabilization?

1. Review of the law in terms of letter and intention
2. Review ACL 14-12
3. Effective dates and timelines for implementation

### B. Key DPSS Policy and Procedures

1. Agency goal for Family Stabilization - full participation in WTW activities by the end of six months of intensive FS services
2. Focus on acute not chronic
3. Referral requirements for eligible clients:
  - a) Destabilizing crisis within program guidelines (domestic violence, substance abuse, mental health, homelessness, serious legal and major medical issues
  - b) Acute rather than chronic situation
  - c) Client will benefit from six months of intensive services
  - d) Client will be able to return to full participation in WTW activities by the end of six months of intensive FS services.
4. Review of the DPSS FSS flow chart
5. Working together as a team
  - a) Role clarity: ESC and Mental Health Counselor
  - b) Challenges and opportunities in working together
  - c) Effective communication and problem solving
6. Coordinating ES, Family Stabilization and current job development efforts
7. Review of FS
  - a) Documentation
  - b) Services
8. AB74 FS Rollout Plan
  - a) Initial training and implementation timeline
  - b) Staffing
  - c) Ongoing support and training



## **SEGMENT TWO: “Strength-Based Assessment and Case Management”**

**Time: 6.0 Hours**

Case management effectiveness is driven by determination of what clients and their families need in order to be successful at becoming self-sufficient and stable. A significant step in the process of case management is the assessment of client and family needs. This segment covers both quantitative and qualitative assessment strategies. This segment introduces and refreshes the knowledge, skills, and attitudes needed to implement strengths-based case management, facilitating a client’s recognition and use of individual and family assets, or strengths, and working with a client and family to maximize the potential for success. Home visits can be an opportunity to assess issues, strengths and resources that may not emerge in the professional setting and to weave these factors into case management functions. In order to maximize the effectiveness of home visits, the caseworker’s preparation and skills in home visiting should include setting the stage for a visit that emphasizes the emotional, mental, physical and cultural safety of the client and case manager. This segment addresses how to use home visits to support crisis resolution and family stabilization through mutual goal setting and development of the family’s own problem-solving skills. In addition this course will present the skills necessary to deal with crisis situations and ways to practice intervention techniques.

- A. Maintaining a strengths-based, family-focused approach
- B. Being respectful and mindful of boundaries
- C. Increasing trust and communication
- D. Supporting tradition and honoring the family

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- E. Observing and assessing the situation
- F. Understanding what precipitates crises and verbal/physical escalation
- G. Techniques to deal with potentially violent situations
- H. Conducting a comprehensive assessment in a home setting
- I. Formula for determining client and family needs
- J. Interpreting assessment data/outcomes
- K. Using assessment outcomes to plan client and family goals
- L. Referrals to community services
- M. Case management models: intensive and integrated
- N. Case management skills
- O. The case management relationship

- P. The cycle of case management
- Q. Family stabilization as a goal of case management
- R. Practical application as a team

**SEGMENT THREE: “Crisis Intervention and Trauma-Informed Case Planning”**

**Time: 6.0 Hours**

This segment develops the skills necessary for dealing with crisis situations and ways to practice intervention techniques. Participants will learn how to develop trust and respect in work with clients and their families. Participants also learn a variety of intervention techniques and skills that will support them. The segment will cover case planning for clients in crisis and who have experienced major loss and trauma including violence and suicide., which may compromise the ability to develop and work unless their healing/grief issues are also being addressed.

- A. Verbal and physical escalation
- B. What precipitates crises
- C. Observing and assessing the situation
- D. Techniques to deal with potentially violent situations, domestic violence and suicide threats
- E. Assessing future risks
- F. Determining the potential for change
- G. Crisis intervention by phone
- H. Wellness and self-care, compassion fatigue
- I. Self-protection and stress management
- J. Practical application as a team

**SEGMENT FOUR: “Motivational Interviewing and Coaching Skills”**

**Time: 6.0 Hours**

This segment will focus on motivational interviewing, which is a powerful approach to helping people make changes in their lives. Motivational interviewing is an integrated and complex set of skills and strategies based on the principles of self sufficiency and collaboration. The segment

offers opening strategies to use with clients in the early stages of the case management relationship and discusses the process of establishing and maintaining the helping relationship. It includes instruction, opportunities for reflection, practice of skills and strategies that are useful in helping clients change their lives. It focuses on strategies case managers use to establish and maintain a helping relationship with case workers and clients.

- A. Motivational interviewing
  - B. Active listening
  - C. Identifying and eliciting change talk
  - D. Values exploration
  - E. Working with resistance
  - F. Providing feedback
  - G. The cycle of change
  - H. OARS: principles of motivational interviewing
  - I. Active and reflective listening practices
  - J. Recognizing and using change talk
  - K. Recognizing and responding to resistance
- 
- L. Values expressed and promoted with motivational interviewing
  - M. Practical application as a team

## **SEGMENT FIVE: “Barriers To Self-Sufficiency”**

**Time: 12.0 Hours**

This segment offers an in-depth examination of significant barriers to self-sufficiency. Using a strengths-based model, the segment develops knowledge and skills in identifying and appropriately responding to clients dealing with mental health issues, substance abuse, domestic abuse and child abuse, literacy, homeless legal, and serious medical issues. As a result of this module, participants have a greater understanding of the dynamics that influence client behavior and can conduct an initial assessment of major health and safety issues. The segment will include an extensive set of exercises to provide the opportunity for practical application as a team.

- A. Barriers
  - 1. Mental health, substance abuse, and family violence
  - 2. Acknowledging the stigma of mental illness

3. Working with clients who have a dual diagnosis
4. Safety planning with battered clients
5. Dynamics of family and community responses to mental health, substance abuse, and family violence
6. Mandatory reporting
7. Substance abuse assessment tools
8. Resources for families and individuals dealing with mental health issues, substance abuse, and/or family violence
9. Practical application as a team

## B. Domestic Violence

1. Foundational understanding of the definition and dynamics of domestic violence
2. Specific ways in which DV affects all populations
3. Basic strategies for talking with clients about domestic violence and supporting those affected by it.
4. Definition and dynamics of domestic violence, including the cycle of violence
5. Different types of power and control tactics used within domestic violence, to increase readiness to identify abuse
6. Barriers that a survivor of abuse might face to leaving or reporting the abusive situation
7. Actions to take in supporting a survivor of domestic violence
8. The effect of domestic violence on the case manager
9. Practical application as a team

## C. Substance Abuse

1. Why people get addicted
2. Why people get sober
3. Signs and symptoms of substance abuse
4. Stages of addiction
5. Working with clients in recovery
6. Relapse
7. Codependency
8. Dual diagnosis
9. Role of case management
10. Sustaining commitment to sobriety and life changes
11. Case management skills for working with substance abuse client

- a) acknowledging our own issues and experiences with substance abuse before we can help others
- b) how the case manager can work with clients to develop small achievable goals
- c) monitoring client progress
- d) providing on-going consistent support

## 12. Practical application as a team

### C. Mental Health

1. The potential risk factors and warning signs for a range of mental health problems, including: depression, anxiety/trauma, psychosis, eating disorders, substance use disorders, and self-injury
2. An understanding of the prevalence of various mental health disorders in the U.S. and the need for reduced stigma in their communities
3. A 5-step action plan encompassing the skills, resources and knowledge to assess the situation, to select and implement appropriate interventions, and to help the individual in crisis connect with appropriate professional care
4. The evidence-based professional, peer, social, and self-help resources available to help someone with a mental health problem
5. Practical application as a team

### D. Homelessness

1. Dynamics of homelessness and housing insecurity
2. Community resources
3. Practical application as a team

### E. Legal Issues

1. Common legal issues that clients face
2. Community resources
3. Practical application as a team

### F. Medical Issues

1. Serious medical issues that clients face
2. Community resources
3. Practical application as a team

**SEGMENT SIX:                   “Connecting the Dots”**

**Time:                               3.0 Hours**

This segment focuses on review and wrap up, provides the opportunity to practice and consolidate the teamwork skills from the earlier segments, and includes transfer of learning and closure on the series.

- A. Skills practice
- B. Transfer of learning – action planning for next steps
- C. Feedback on the usefulness of the series
- D. Assessment of additional training needs.

COUNTY OF RIVERSIDE  
DEPARTMENT OF PUBLIC SOCIAL SERVICES

**CONTRACTOR PAYMENT REQUEST**

Exhibit Number: C

To: Riverside County  
Department of Public Social Services  
Attn:Fiscal/ Management Reporting Unit  
4060 County Circle Drive  
Riverside, CA 92503

From: UC Davis Extension  
Remit to Name  
1333 Research Park Drive  
Address  
Davis CA 95618  
City State Zip Code  
Regents of the University of California  
Contractor Name  
  
Contract Number

Total amount requested \_\_\_\_\_ for the period of \_\_\_\_\_ 20\_\_\_\_

Select Payment Type(s) Below:

- |   |  |
|---|--|
| <input type="checkbox"/> Advance Payment \$ _____<br>(if allowed by Contract/MOU)   | <input type="checkbox"/> Actual Payment \$ _____<br>(Same amount as 2076B if needed)               |
| <input type="checkbox"/> Unit of Service Payment \$ _____<br>_____ # of Units) X (\$) _____<br>_____ # of Units) X (\$) _____ | _____ # of Units) X (\$) _____<br>_____ # of Units) X (\$) _____<br>_____ # of Units) X (\$) _____ |

Any questions regarding this request should be directed to: \_\_\_\_\_  
Name Phone Number

I hereby certify under penalty of perjury that to the best of my knowledge the above is true and correct

\_\_\_\_\_  
Authorized Signature Title Date

**FOR DPSS USE ONLY (DO NOT WRITE BELOW THIS LINE)**

Business Unit (5) _____	Purchase Order # (10) _____	Invoice # _____
Account (6) _____	Amount Authorized _____	
Fund (5) _____	If amount authorized is different from amount request, please explain: _____ _____	
Dept ID (10) _____	Program (if applicable) _____	Date _____
Program (5) _____	Management Reporting Unit _____	Date _____
Class (10) _____	Contracts Administration Unit _____	Date _____
Project/Grant (15) _____	General Accounting Section _____	Date _____
Vendor Code (10) _____		

## DEPARTMENT OF PUBLIC SOCIAL SERVICES FORMS

**Mailing Instructions:** When completed, these forms will summarize all of your claims for payment. Your Claims Packet will include **DPSS 2076A, 2076B** (if required). invoices, payroll verification, and copies of canceled checks attached, receipts, bank statements, sign-in sheets, daily logs, mileage logs, and other back-up documentation needed to comply with Contract/MOU.

**Mail Claims Packet to address shown on upper left corner of DPSS 2076A.**

*[see method, time, and schedule/condition of payments].*

*(Please type or print information on all DPSS Forms.)*

**DPSS 2076A****CONTRACTOR PAYMENT REQUEST****"Remit to Name"**

The legal name of your agency.

**"Address"**

The remit to address used when this contract was established for your agency. **All address changes must be submitted for processing prior to use.**

**"Contractor Name"**

Business name, if different than legal name *(if not leave blank)*.

**"Contract Number"**

Can be found on the first page of your contract.

**"Amount Requested"**

Fill in the total amount and billing period you are requesting payment for.

**"Payment Type"**

Check the box and enter the dollar amount for the type(s) of payment(s) you are requesting payment for.

**"Any questions regarding..."**

Fill in the name and phone number of the person to be contacted should any questions arise regarding your request for payment.

**"Authorized Signature, Title, and Date (Contractor's)"**

Self-explanatory (required). **Original Signature needed for payment.**

**EVERYTHING BELOW THE THICK SOLID LINE IS FOR DPSS USE ONLY AND SHOULD BE LEFT BLANK.**